

A research on job satisfaction levels of employees in the furniture industry: A case of Istanbul, Turkey

Mobilya endüstrisinde çalışanların iş tatmin düzeylerine ilişkin bir araştırma: İstanbul ili örneği (Türkiye)

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ABSTRACT

The aim of the present study was to identify the level of job satisfaction among employees and the relationship between their intrinsic and extrinsic satisfaction levels that are of utmost importance for the furniture sector. For this purpose, the job satisfaction levels of employees working for furniture enterprises in Istanbul were measured by a survey method. The survey form consists of two sections. The first section includes questions regarding the demographic characteristics of the employees, whereas the second section includes a short version of the Minnesota Job Satisfaction Questionnaire. The obtained data were evaluated by using descriptive statistics, independent t-test, and one-way analysis of variance methods. As a result of the research, it was found that the participants were partially satisfied with intrinsic satisfaction factors, whereas they were not satisfied about whether extrinsic satisfaction factors have an impact on the level of job satisfaction. The outcomes of the analyses made between the job satisfaction levels of the employees working for the furniture industry in Istanbul and demographic variants revealed that job satisfaction did not vary meaningfully according to variants, such as gender, age, marital status, level of education, and professional experience of the employees. Furthermore, it was identified that the general satisfaction level of the white collar employees was lower than that of the other group of employees.

Keywords: Employee, furniture industry, job satisfaction

ÖZ

Mobilya sektörü için son derece önemli bir yere sahip olan çalışanların iş tatmin düzeylerinin tespit edilmesi, içsel ve dışsal iş doyum düzeyleri ile genel iş doyum düzeyleri arasındaki ilişkilerin belirlenmesi bu çalışmanın amacını oluşturmaktadır. Bu amaçla İstanbul ilinde mobilya sektöründe faaliyet gösteren işletme çalışanlarının iş tatmin düzeyleri anket tekniği kullanılarak ölçülmeye çalışılmıştır. Anket formu iki bölümü içermektedir. Birinci bölümünde çalışanların demografik özelliklerini belirlemeye yönelik sorular bulunmakta, ikinci bölümünde Minnesota iş tatmin ölçeğinin kısa formu yer almaktadır. Elde edilen veriler tanımlayıcı istatistikler, bağımsız t-testi, tek yönlü varyans testi yöntemleri kullanılarak değerlendirilmiştir. Araştırma sonucunda katılımcıların içsel tatmin faktörlerinden kısmen memnun oldukları belirlenirken, dışsal tatmin faktörlerinin iş tatmin düzeyini etkilediği konusunda memnun olmadıkları belirlenmiştir. İstanbul mobilya sektöründe çalışanların iş tatmin düzeyleri ile demografik değişkenler arasında yapılan istatistik analizler sonucunda; çalışanların cinsiyeti, yaşı, medeni durum, eğitim düzeyi, mesleki deneyimi gibi değişkenlere göre iş tatmininin anlamlı bir farklılık göstermediği tespit edilmiştir. Ayrıca, genel tatmin düzeyinde beyaz yakalı çalışanların diğer kadro durumundakilerden daha düşük genel tatmin düzeyine sahip oldukları belirlenmiştir.

Anahtar Kelimeler: Çalışan, iş tatmini, mobilya endüstrisi

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INTRODUCTION

Satisfaction occurs when aspirations of individuals coincide with the impression gained from the working environment. On the other hand, job satisfaction occurs when the reward expectancy of an individual from a job is met (Üçüncü, 2016). Job satisfaction refers to the contentment or discontentment of the employees associated with their jobs. It occurs when the characteristic of a job meets the employee's individual needs and wants (Sat, 2011). According to a different definition, it is a comfort that a person longs for taking in the business cycle, job, organization, and colleagues (Yel-

boğa, 2012). It represents one of the most complex areas facing today's managers when it comes to managing their employees (Aziri, 2011). Once the desired level at job satisfaction is reached, job efficiency increases, and companies have the advantage of surpassing their opponents (Gedik et al., 2009).

The factors affecting job satisfaction are individual factors and organizational factors. Factors identified at the individual level are matching of personal interests and job, years of service and age, position in hierarchy, and overall life satisfaction. Organizational job satisfaction factors are organizational elements that shape the work environment and that facilitate or prevent employees getting what is important to them from their jobs (Janićijević et al., 2015).

There is a difference between the satisfaction that an individual feels during the job and after being rewarded. The satisfaction felt as a result of working is "extrinsic satisfaction," whereas the satisfaction felt during the work refers to "intrinsic satisfaction" (Üçüncü, 2016). Intrinsic satisfaction consists of the intrinsic qualities of the job, such as success, recognition or appreciation, the job itself, and job responsibility. Extrinsic satisfaction consists of job environment-related components, such as organizational policies and management, supervision methods, manager attitudes, relationships among co-workers and subordinates, working conditions, and salary (Arslan Yürümezoğlu and Kocaman, 2012).

If a worker has lower job satisfaction, she/he will be reluctant to go to work and willing to leave the organization and the job, as well as feeling incompetent, uncooperative, and prone to making mistakes and unreasonable decisions in addition to experiencing loss of performance (Sat, 2011). On the other hand, if a worker has higher job satisfaction, individual traits, such as performance gain and enhanced productivity, will be beneficial for individuals while increasing productivity with lower employee turnover rates and attracting skilled workers (Koroğlu, 2012).

The purpose of the present study was to investigate the levels of job satisfaction among workers in the furniture industry located in Istanbul.

MATERIAL AND METHODS

The Turkish furniture industry predominantly has an image consisting of traditional workshops and small-scale enterprises. Nevertheless, the number of medium- and large-scale enterprises has rapidly started to increase recently (Central Anatolia Exporters Association, 2016). As a rapidly developing and changing sector, the furniture industry has a growing potential in both domestic and foreign markets with emerging trademarks, increasing the number of small- and large-scale enterprises, favorable geographical location and growth-friendly policy of Turkey, as well as its young population, and improving gross domestic product per capita (The Union of Chambers and Commodity Exchanges of Turkey, 2013).

The furniture sector in Turkey is developed in certain regions where the market is busy, and/or forest products are ample.

When we examine the regions where the furniture sector is more dominant, Istanbul, Kayseri, Bursa, Ankara, and Izmir emerge as the largest furniture producer provinces of Turkey. Other than this, Bolu, Eskişehir, Sakarya, Zonguldak, Trabzon, Balıkesir, Antalya, and Burdur are also among the furniture producers (Central Anatolia Exporters Association, 2016).

With respect to better workplace and employment opportunities in the furniture sector, the leading provinces of Turkey are İstanbul, Ankara, Bursa (İnegöl), Kayseri, İzmir, and Adana. The most important centers of the furniture sector in İstanbul are MASKO located in the İkitelli Organized Industrial Zone and MODOKO located in a small industrial estate (Central Anatolia Development Agency, 2016).

According to the 2014 Social Security Institution data, Turkey ranks fourth in the manufacturing industry with 20,867 enterprises and takes seventh place with an employment of 165,118 people (Central Anatolia Exporters Association, 2016). İstanbul remains under the general manufacturing sector employment rate with a rate of 5.7 employees per enterprise (Central Anatolia Development Agency, 2016).

A survey method was used to obtain data. Several previous studies were reviewed for the survey construction (Karataş and Güleş, 2010; Kahraman et al., 2011; Sat, 2011; Koroğlu, 2012). Data have been carefully examined and analyzed.

The survey consisted of two parts. The first part included the demographic characteristics of the participants, and the second part was based on the Minnesota Job Satisfaction Scale with 20 items that assess the overall job satisfaction.

The Minnesota Job Satisfaction Scale was first developed in 1967 by Weiss et al. and translated into Turkish in 1985 by Baycan (Arslan Yürümezoğlu and Kocaman, 2012). The Minnesota Job Satisfaction Questionnaire measures how an employee feels about working conditions, career progression, using her or his own judgments, and being appreciated and approved for doing good work (Kahraman et al., 2011; Koroğlu, 2012). The Minnesota Job Satisfaction Scale includes 20 items that are determinant of intrinsic, extrinsic, and general satisfaction (Weiss et al., 1967). Intrinsic satisfaction consisted of 12 items (1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, and 20). Extrinsic satisfaction consisted of eight items (5, 6, 12, 13, 14, 17, 18, and 19). General satisfaction consisted of 20 items (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, and 20). Intrinsic, extrinsic, and general satisfaction scores were calculated as the arithmetic mean of the scores of respective items (Akyüz and Yıldırım, 2015; Koroğlu, 2012; Sat, 2011). Response choices in the scale were as 1, very dissatisfied; 2, dissatisfied; 3, neither satisfied nor dissatisfied; 4, satisfied; and 5, very satisfied (Weiss et al., 1967).

To determine the numbers of the workers in the furniture industry, the records of the Union of Chambers and Commodity Exchanges of Turkey (Anonymous, 2016a) and Istanbul Chamber of Commerce (Anonymous, 2016b) were examined, and the

number was found to be 28,441. The sample size is determined as 380 with 95% confidence level and 5% margin of error (Yaman, 2001). To increase the reliability, 420 workers were surveyed, and 400 surveys were used for statistical analysis. Data were analyzed through statistical methods. We assumed that the participants responded in the survey objectively based on their own knowledge and experience.

RESULTS AND DISCUSSION

Reliability analysis

Reliability of the job satisfaction scale (Cronbach's alpha) was 0.942, indicating a high degree of reliability. If alpha is <0.40, it means that the scale is not reliable. If alpha is between 0.40 and 0.60, then it means that it has a low reliability. To be considered as reliable, the alpha should be between 0.60 and 0.80. If alpha is between 0.80 and 1.0, it means that the scale has a high degree of reliability (Kalayci, 2016). While the value of reliability of intrinsic satisfaction was 0.911, the value of extrinsic satisfaction was 0.878.

Demographic features of the participants

The study comprised 86.8% of male and 13.3% of female participants. The age was grouped into the following four categories: (1) ≤24 years, (2) 25–35 years, (3) 36–45 years, and (4) ≥46 years. The distribution of respondents in these categories was 18.8%, 46%, 27%, and 8.2%, respectively (Table 1).

Of the participants, 64.2% were married, whereas 34% were single. Among them, 1.8% were engaged or divorced. There were six categories of education level: (1) primary school, (2) secondary school, (3) high school, (4) vocational school, (5) undergraduate, and (6) graduate. The distribution of the respondents into these categories was 15%, 30%, 29.3%, 15.2%, 9.5, and 1%, respectively. Of the respondents, 68% had a salary between 1301 and 2500 Turkish Liras. With respect to their positions at work, 19.5% of the participants were white collar, whereas 67% are blue collar, and 13.5% were office workers. It was identified that 66.2% of the participants worked in the production unit, 11.7% worked in the planning unit, 5.8% worked in the quality control unit, 3% worked in the maintenance unit, and 13.3% worked in the other units. With respect to experience (years of service), the respondents included 21.3% 1–3 years, 21% 4–6 years, and 36.3% ≥10 years. Of the participants, 30.5% were working at the same institution for <1 year, 33.5% 1–3 years, 19.8% 4–6 years, 5.3% 7–9 years, and 11% >10 years (Table 1).

Examination of job satisfaction degrees of the participants

Respondents, workers in the furniture industry operating in Istanbul, rated various aspects of the job satisfaction. Arithmetic mean and standard deviation values for the ratings are depicted in Table 2.

The mean of factors for intrinsic satisfaction was 3.7694, whereas the general satisfaction score was 3.7294. The results indicated that the participants are partially satisfied with intrinsic factors. However, the mean of extrinsic factors (3.6894) is lower than

the general satisfaction score (3.7294). The participants have stated that they are not satisfied about whether extrinsic factors affect their job satisfaction or not. As analysis results reveal,

Table 1. Demographic features of the participants

Demographic features		Frequency	%
Gender	Male	347	86.8
	Female	53	13.3
Age group (year)	≤24	75	18.8
	25–35	184	46
	36–45	108	27
	≥46	33	8.2
Marital status	Married	257	64.2
	Single	136	34
	Other	7	1.8
Educational status	Primary school	60	15
	Secondary school	120	30
	High school	117	29.3
	Vocational school	61	15.2
	Undergraduate	38	9.5
	Graduate	4	1
Average monthly income (Turkish Liras)	1300 Liras	47	11.8
	1301–2500	272	68
	2501–4000	73	18.2
	≥4001	8	2
Work position	White collar	78	19.5
	Blue collar	268	67
	Office workers	54	13.5
Working section	Production	265	66.2
	Planning	47	11.7
	Quality control	23	5.8
	Maintenance	12	3
	Other	53	13.3
Work experience (year)	<1	28	7
	1–3	85	21.3
	4–6	84	21
	7–9	58	14.5
	≥10	145	36.3
Time span of their working in the same institution (year)	<1	122	30.5
	1–3	134	33.5
	4–6	79	19.8
	7–9	21	5.3
	≥10	44	11

Table 2. Examination of job satisfaction degrees of the participants

Level of satisfaction	Item no.	Items	Average*	Standard deviation
Intrinsic satisfaction	1	Being able to keep busy all the time.	3.7625	0.89895
	2	The chance to work alone on the job.	3.7125	0.89266
	3	The chance to do different things from time to time.	3.7650	0.88981
	4	The chance to be "somebody" in the community.	3.7550	0.88992
	7	Being able to do things that do not go against my conscience.	3.8350	0.84532
	8	The way my job provides for steady employment.	3.7900	0.82923
	9	The chance to do things for other people.	3.7350	0.84056
	10	The chance to tell other people what to do.	3.7475	0.81265
	11	The chance to do something that makes use of my abilities.	3.7425	0.83543
	15	The freedom to use my own judgment.	3.7475	0.83095
	16	The chance to try my own methods of doing the job.	3.7725	0.81079
	20	The feeling of accomplishment I get from the job.	3.8675	0.80720
Intrinsic satisfaction score			3.7694	0.84862
Extrinsic satisfaction	5	The way my boss handles his/her workers.	3.6500	0.93792
	6	The competence of my supervisor in making decisions.	3.7100	0.87625
	12	The way company policies are put into practice.	3.7250	0.80061
	13	My pay and the amount of work I do.	3.4975	1.03812
	14	The chances for advancement on this job.	3.6500	0.90805
	17	The working conditions.	3.7400	0.91350
	18	The way my co-workers get along with each other.	3.8075	0.83498
	19	The praise I get for doing a good job.	3.7350	0.88132
Extrinsic satisfaction score			3.6894	0.89884
General satisfaction score			3.7294	0.87373
*1: very dissatisfied; 2: dissatisfied; 3: neither satisfied nor dissatisfied; 4: satisfied; 5: very satisfied				

the highest level of intrinsic satisfaction given as an answer to the 20th question is "The feeling of accomplishment I get from the job," whereas the answer to the 7th question is "Being able to do things that do not go against my conscience." The highest extrinsic satisfaction level as an answer to the 18th question is "The way my co-workers get along with each other" (Table 2). As a result of the evaluation of all the questions, the job satisfaction levels of the participants in the furniture sector were determined to be partially satisfied.

Demographic features and job satisfaction

We analyzed the relationship between demographic features and job satisfaction.

The relationship between the gender of the participants and their job satisfaction

Table 3 shows the relationship between gender and job satisfaction. There was no significant difference in job satisfaction across employee's gender ($p > 0.05$).

The relationship between the age of the participants and their job satisfaction

Statistical analysis of the relationship between the age of the participants and their job satisfaction is shown in Table 4. The results of the statistical evaluations showed that there was no any significant difference between the age of the workers in the furniture industry in Istanbul and their job satisfaction degrees ($p > 0.05$).

The relationship between the marital status of the participants and their job satisfaction

Comparison of job satisfaction degrees of the workers with respect to their marital status is shown in Table 5. The results of the statistical evaluations showed that there was no any significant difference between the marital status of the workers in the furniture industry in Istanbul and their job satisfaction degrees ($p > 0.05$).

The relationship between the educational background of the participants and their job satisfaction

Statistical evaluation of the relationship between the educational background of the participants and their job satisfaction

Table 3. The relationship between the gender of the participants and their job satisfaction

	Gender	n	\bar{X}	σ	t	p
Intrinsic satisfaction	Female	53	3.86	0.732	1.195	0.233
	Male	347	3.76	0.582		
Extrinsic satisfaction	Female	53	3.78	0.779	0.936	0.353
	Male	347	3.66	0.643		
General satisfaction	Female	53	3.83	0.729	1.196	0.232
	Male	347	3.72	0.579		

n: number of sample; \bar{X} : arithmetic mean; σ : standard deviation; t: t-statistic; p: significance level

Table 4. The relationship between the age of the participants and their job satisfaction

	Age	n	\bar{X}	σ	F	p
Intrinsic satisfaction (year)	≤ 24	75	3.76	0.763	0.429	0.732
	25–35	184	3.74	0.512		
	36–45	108	3.79	0.568		
	≥ 46	33	3.86	0.604		
Extrinsic satisfaction (year)	≤ 24	75	3.68	0.815	0.031	0.993
	25–35	184	3.68	0.569		
	36–45	108	3.70	0.640		
	≥ 46	33	3.71	0.844		
General satisfaction (year)	≤ 24	75	3.73	0.763	0.212	0.888
	25–35	184	3.72	0.505		
	36–45	108	3.75	0.568		
	≥ 46	33	3.80	0.780		

n: number of sample; \bar{X} : arithmetic mean; σ : standard deviation; F: F-statistic; p: significance level

Table 5. Comparison of job satisfaction degrees with respect to the marital status of the participants.

	Marital status	n	\bar{X}	σ	F	p
Intrinsic satisfaction	Married	257	3.75	0.577	0.877	0.417
	Single	136	3.82	0.647		
	Other	7	3.58	0.726		
Extrinsic satisfaction	Married	257	3.67	0.636	1.611	0.201
	Single	136	3.74	0.689		
	Other	7	3.30	0.989		
General satisfaction	Married	257	3.72	0.572	1.219	0.297
	Single	136	3.78	0.641		
	Other	7	3.47	0.785		

n: number of sample; \bar{X} : arithmetic mean; σ : standard deviation; F: F-statistic; p: significance level

faction is shown in Table 6. There were no significant differences between the educational background of the workers in the furniture industry in Istanbul and their job satisfaction ($p > 0.05$).

The relationship between the work experience of the participants and their job satisfaction

Statistical evaluation of the relationship between the work experience of the participants and their job satisfaction is

Table 6. The relationship between the educational background of the participants and their job satisfaction

	Educational background	n	\bar{X}	σ	F	p
Intrinsic satisfaction	Primary school	60	3.80	0.628	0.665	0.651
	Secondary school	120	3.81	0.516		
	High school	117	3.77	0.636		
	Vocational school	61	3.65	0.728		
	Undergraduate	38	3.79	0.521		
	Graduate	4	3.90	0.422		
Extrinsic satisfaction	Primary school	60	3.63	0.751	0.327	0.897
	Secondary school	120	3.70	0.570		
	High school	117	3.73	0.691		
	Vocational school	61	3.64	0.744		
	Undergraduate	38	3.69	0.593		
	Graduate	4	3.84	0.449		
General satisfaction	Primary school	60	3.73	0.649	0.414	0.839
	Secondary school	120	3.76	0.515		
	High school	117	3.75	0.630		
	Vocational school	61	3.64	0.717		
	Undergraduate	38	3.75	0.507		
	Graduate	4	3.88	0.419		

n: number of sample; \bar{X} : arithmetic mean; σ : standard deviation; F: F-statistic; p: significance level

Table 7. The relationship between the work experience of the participants and their job satisfaction

	Work experience	n	\bar{X}	σ	F	p
Intrinsic satisfaction (year)	<1	28	3.65	0.745	1.179	0.319
	1–3	85	3.85	0.591		
	4–6	84	3.78	0.556		
	7–9	58	3.66	0.677		
	≥10	145	3.78	0.575		
Extrinsic satisfaction (year)	<1	28	3.53	0.751	0.853	0.492
	1–3	85	3.75	0.654		
	4–6	84	3.72	0.592		
	7–9	58	3.61	0.784		
	≥10	145	3.70	0.636		
General satisfaction (year)	<1	28	3.60	0.730	1.100	0.356
	1–3	85	3.81	0.596		
	4–6	84	3.76	0.544		
	7–9	58	3.64	0.691		
	≥10	145	3.75	0.567		

n: number of sample; \bar{X} : arithmetic mean; σ : standard deviation; F: F-statistic; p: significance level

shown in Table 7. According to the results of the statistical analyses, there was no significant difference between the work experience of the participants and their job satisfaction ($p > 0.05$).

Table 8. The relationship between the average monthly income of the participants and their job satisfaction

	Average monthly income	n	\bar{x}	σ	F	p
Intrinsic satisfaction (Turkish Liras)	1300	47	3.76	0.602	6.761	0.000
	1301–2500	272	3.83	0.611		
	2501–4000	73	3.68	0.493		
	≥4001	8	4.66	0.640		
Extrinsic satisfaction (Turkish Liras)	1300	47	3.74	0.642	6.736	0.000
	1301–2500	272	3.65	0.677		
	2501–4000	73	3.69	0.539		
	≥4001	8	4.69	0.637		
General satisfaction (Turkish Liras)	1300	47	3.80	0.600	7.197	0.000
	1301–2500	272	3.71	0.609		
	2501–4000	73	3.69	0.484		

n: number of sample; \bar{x} : arithmetic mean; σ : standard deviation; F: F-statistic; p: significance level

Table 9. The relationship between the work positions of the participants and their job satisfaction

	Work position	n	\bar{x}	σ	F	p
Intrinsic satisfaction	White collar	78	3.57	0.605	6.490	0.002
	Blue collar	268	3.80	0.586		
	Office workers	54	3.91	0.626		
Extrinsic satisfaction	White collar	78	3.55	0.669	3.471	0.032
	Blue collar	268	3.70	0.650		
	Office workers	54	3.86	0.684		
General satisfaction	White collar	78	3.56	0.600	5.437	0.005
	Blue collar	268	3.76	0.586		
	Office workers	54	3.89	0.623		

n: number of sample; \bar{x} : arithmetic mean; σ : standard deviation; F: F-statistic; p: significance level

The relationship between the average monthly income of the participants and their job satisfaction

The results of the statistical analyses about the effects of the average monthly income of the participants on their job satisfaction are shown in Table 8. There were significant differences between the participants' monthly income and their intrinsic satisfaction, as well as their general satisfaction degrees ($p < 0.05$). The post hoc test that was done to determine at which subgroup levels this meaningful difference among intrinsic, extrinsic, and general satisfaction occurred revealed that the employees earning ≥ 4001 Turkish Liras (4.66 ± 0.64 , 4.69 ± 0.64 , and 4.67 ± 0.63) had higher intrinsic, extrinsic, and general satisfaction than the other income groups by constituting a separate group.

The relationship between the work positions of the participants and their job satisfaction

The results of the statistical analyses done to determine the differences between their work positions and their job satisfaction

are shown in Table 9. There were significant differences between the participants' work positions and their intrinsic satisfaction, as well as their general satisfaction degrees ($p < 0.05$). The post hoc test determines the groups where the meaningful differences revealed by statistical analysis of the link between the ranks of the participants and their job satisfaction occur. As a result, it was identified that white collar employees (3.57 ± 0.61) had lower intrinsic satisfaction than the employees from other ranks. Regarding extrinsic satisfaction, it was seen that office workers (3.86 ± 0.68) differentiate from other workers as blue collars and have higher level of extrinsic satisfaction. When it comes to the general satisfaction level, we can say that white collar employees (3.56 ± 0.60) have lower level of general satisfaction than the other rank of employees.

CONCLUSION

In conclusion, the present study revealed that male employees are dominant in the furniture sector in Istanbul. This can be explained by the higher number of male employees than fe-

male employees due to the intrinsic properties of the sector. Of the participants, 36.3% had at least 10 years of experience. The participants and the employees in the Istanbul furniture sector were predominantly high school graduates and undereducated. Upon reviewing the literature, we see that the forest product enterprises have challenges in finding employees specialized in forest products and process improvement. Some studies from the literature prove this conclusion (Sevim Korkut et al., 2017). When the work statuses of the participants were analyzed, 67% of them were found to be blue collars.

It was also seen that participants were partially satisfied with intrinsic factors but not satisfied about whether extrinsic factors affect their job satisfaction levels. As a result of the cross-examination of job satisfaction factors, the average job satisfaction level in the furniture sector in general is 3.7294, which is considered as a partial satisfaction level. Akyüz and Yıldırım (2015) calculated the average job satisfaction level in the forest product sector as 3.42, which is evident that the level of job satisfaction is generally high.

The statistical analysis made between job satisfaction and demographic variants suggests that female and male employees have similar job satisfaction levels. Some studies from the literature yielded the same result (Akyüz et al., 2011; Akyüz and Yıldırım, 2015; Sevim Korkut et al., 2017). This result is evident that female and male employees give similar value to their jobs. As a result of the study, there was no meaningful difference between the job satisfaction and ages of the participants. The researches in the literature support the same result (Sevim Korkut et al., 2017). In consequence of the study, it was found that job satisfaction did not show any meaningful difference as per marital status. The research in the literature also supports this conclusion (Akyüz et al., 2011; Akyüz and Yıldırım, 2015). The findings of the study reveal no meaningful difference between the job satisfaction and education level of the participants. On the other hand, Gedik et al. (2009) reported a meaningful difference between the job satisfaction and education levels of employees in the Düzce forest products industry. In this study, a meaningful discrepancy was found between the position of the employees in the enterprise and their job satisfaction. It was found that white collar employees had lower internal satisfaction than other ranks of employees, whereas office girls or boys had higher external satisfaction than blue collars, and white collars had lower general satisfaction level than others. Akyüz et al. (2011) stated that the difference in the positions of employees working for an institution does not change job satisfaction levels.

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